1.0

2.8 2.5

3.2 2.2

3.6

4.0 2.0

1.1

1.8

1.25 1.4 1.6

MICROCOPY RESOLUTION TEST CHART
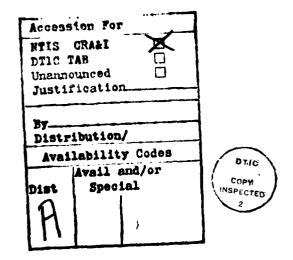NATIONAL BUREAU OF STANDARDS 1963 A

AN ANALYSIS OF ROLE CONFLICT AND AMBIGUITY SCALES: A REPLICATION STUDY OF THE PSYCHOMETRIC PROPERTIES AND AN ASSESSMENT OF THE ROLE OF SOCIAL DESIRABILITY BIAS

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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) Role conflict and role ambiguity scales (RCA) developed by Rizzo, House and Lirtzman were analyzed according to the factor structures, means and standard deviations, internal consistency reliability, and discriminant validity and were found to generally agree with earlier studies reporting positive results. However, the analysis of social desirability bias, which was not specifically assessed in previous studies, was found to be present in the role ambiguity (RA) responses, but absent from the role conflict (RC) responses.

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A REPLICATION STUDY OF THE PSYCHOMETRIC PROPERTIES AND
AN ASSESSMENT OF THE ROLE OF SOCIAL DESIRABILITY BIAS

Abstract

Utilizing five diverse samples (N=540), the psychometric
properties and role of social desirability response bias were
assessed on the role conflict and role ambiguity scales (RCA)
developed by Rizzo, House and Lirtzman (1970). In particular,
the factor structures, means and standard deviations, internal
consistency reliability, and discriminant validity were assessed
and found to generally agree with earlier studies reporting
positive results on these psychometric properties. However, the
analysis of social desirability bias, which was not specifically
assessed in previous studies, was found to be present in the role
ambiguity (RA) responses, but absent from the role conflict (RC)
responses in this study. It is recommended on the basis of the
results of this study that the Rizzo et al. scales can be
justifiably used to measure role conflict and ambiguity, but that
a social desirability measure, such as the Marlowe-Crowne
instrument, be included.

AN ANALYSIS OF ROLE CONFLICT AND AMBIGUITY SCALES: A REPLICATION STUDY OF THE PSYCHOMETRIC PROPERTIES AND AN ASSESSMENT OF THE ROLE OF SOCIAL DESIRABILITY BIAS

Role conflict and ambiguity have received increasing attention and empirical research in the field of organizational behavior. In particular, considerable effort has recently been devoted to the theoretical meaning of the constructs (Tracy & Johnson, 1981) and to their use as both intervening and as dependent variables in empirical studies (Abdel-Halim, 1980; Bedeian & Armenakis, 1981; Brief & Aldag, 1976; Ford, Walker, & Churchill, 1975; House & Rizzo, 1972; Johnson & Stinson, 1975; Keeley, 1977; Keller, 1975; Miles, 1976; Randolph & Posner, 1981; Schuler, 1975, 1977; Szilagyi, Sims, & Keller, 1976; Weed & Mitchell, 1980). In addition, several studies have given attention to the development of a reliable and valid measure of role conflict and role ambiguity. In particular, Rizzo, House, & Lirtzman (1970) developed an instrument that has been widely used to measure these constructs (e.g. in 1979 alone there were at least nine published articles, all by different researchers, that used one or both of the Rizzo et al. scales, Tracy & Johnson 1981). Although some attention has been devoted to assessing the psychometric properties of this instrument (Schuler, Aldag, & Brief, 1977), its wide use and dependence as a measure require that replications be made and further analysis be conducted. The purpose of this paper is to report the results of such a

replication study that analyzes the psychometric properties of the Rizzo, et al. instrument and assesses the role that social desirability response bias (Crowne & Marlowe, 1960) may have.

The analysis of the impact that social desirability (SD) response bias may have on popular instruments such as the Rizzo et al. role conflict and ambiguity (RCA) scale seems extremely important but largely overlooked. SD is commonly described as a response style in taking questionnaires which reflects the subject's need for social approval and the belief that this can be attained by means of culturally acceptable and appropriate behaviors (Marlowe & Crowne, 1961). This bias is usually defined operationally as response to the Marlowe-Crowne Social Desirability Scale (Crowne & Marlowe, 1960). Any transparent instrument such as the Rizzo et al. RCA scales which asks employees for self-disclosure opens the possibility of biased responses due to a desire on the part of the subject to appear capable and well-adjusted to the organization.

As Rizzo et al. describe role ambiguity, coping behavior by the individual may include attempts to avoid the sources of stress, or defense mechanisms which distort reality. The possibility that an employee would distort his or her estimate of the work environment is clearly there. Thus, the RCA instrument is relatively transparent with regard to its purpose, making it easy for a respondent to dissemble in any way he or she might choose. Arnold and Feldman (1981) give cause for caution when they report in a recent study that high SD persons tend to overstate the importance of job characteristics such as autonomy

and opportunity to use skills and abilities and to understate the importance of pay and fringe benefits, when asked to evaluate these as criteria of job choice. Role conflict and ambiguity may be similarly distorted. Nunnally (1978) does point out that self-report measures (such as the RCA) should not be unduly influenced by SD, if the anonymity of subjects is well protected. Such anonymity is usually a condition for participation in studies using the RCA. Nevertheless, there still may be a problem; not in the ethical sense of violating anonymity, but rather in the employees/subjects finding it credible that anonymity really will be preserved and how the results will be used. To the extent that SD and RCA responses share common variance, it may be said that they are dependent upon one another and thus detract from the value of the RCA questionnaire as an effective measure. This study tests for the presence of such dependence.

METHOD

Sample

Data were collected from five heterogeneous organizations which provided a pooled sample of 540 employees. A brief profile of the organizational groups follows:

Financial Institution. A representative sample of 257 employees, including some nonexempt personnel but mostly first line supervisors, and middle and top-level managers, performing all functions was taken from a relatively large financial institution. Their median age was 36; 41 percent had completed

college; 6 percent held graduate degrees; and the median tenure
with this organization was 8 years.

Manufacturing Plant. A representative sample of 88
employees, including rank-and-file employees but mostly first
line supervisors, and middle and top-level managers performing
all functions, was taken from a medium sized manufacturing
facility. Their median age was 36; 22 percent had completed
college; 75 percent were high school graduates and 3 percent had
not completed high school. The median tenure of these employees
was 10 years with the company.

State Agency. A representative sample of 79 employees,
including some nonexempt personnel but mostly first line
supervisors, middle and top level managers performing all
functions, was taken from a relatively large agency of state
government. Their median age was 35; 44 percent had completed
college and 6 percent held graduate degrees; median tenure with
this organization was 4 years.

Campus Police Department. Seventy-three employees from the
chief on down to the operating personnel in this relatively large
university's police department were used. Their median age was
46; 18 percent had completed college and 1 held a graduate
degree; median tenure with the department was 12 years.

Army and Navy ROTC Units. All (N=43) members of the Army
and Navy ROTC departments of a relatively large university were
used in this study. Their median age was 34; 21 percent were
college graduates and 19 percent held graduate degrees; median
tenure in the military service was 10 years.

Measures.

Questionnaires were filled out and collected during working hours at each participant's work location. The questionnaires for this study included the Role Conflict and Ambiguity Scale or RCA (Rizzo, House, & Lirtzman, 1970; Schuler, Aldag, Brief, 1977), Social Desirability Scale or SDS (Marlowe & Crowne, 1960), and the Job Description Inventory or JDI (Smith, Kendall, & Hulin, 1969).

RESULTS

In order to assess the psychometric properties of the RCA scale, and replicate as much as possible previous studies of the instrument (Rizzo, House, & Lirtzman, 1970; Schuler, Aldag & Brief, 1977) several analyses were made. Specifically, means and standard deviations, internal consistency reliability, factor structure and discriminant validity were assessed. To go beyond the previous studies, the potential for social desirability bias was also assessed.

Means and Standard Deviations

Tables I and II, summarize the distribution of responses to the Role Conflict and Role Ambiguity scales for each of the five sampled organizations. Although a 7-point Likert scale was used in the original RCA scale, it was modified in the present study to a 5-point scale. Thus, the scale mid-point for both the Rizzo et al. analysis and for the Schuler et al. analysis is a "4". However, a linear transformation was performed on means and standard deviations reported in this study, to permit direct

comparison with the Rizzo et al. and the Schuler et al. data, part of which is included in the tables. The mean scores and standard deviations of the present study are consistent with the comparison studies. The examinatior ' response distributions indicates that the full range of scores was used. There is an acceptable dispersion within each sample.

Insert Tables I and II About Here

Internal Consistency Reliability

Coefficient α , item analysis, and factor analysis were used to assess the internal consistency of the RCA instrument. Tables I and II report coefficient α for the five separate samples and for the pooled sample ranging from .43 to .77 for RC and from .73 to .84 for RA. Except in one case (the Campus Police had a relatively low α of .43 on the RC scale) these results are quite positive and within the range reported by the comparison studies.

Table III shows item-total correlations resulting from individual item analysis of the RCA scales for the five samples. Item-total correlations have not been previously reported. The correlations for RC range from .005 to .593, with the mean correlation being .36. The mean item-total correlation for pooled RC items is .42. These values are relatively low, indicating some heterogeneity with respect to the underlying construct being measured by the Role Conflict scale.

The correlations for individual RA items range from .33 to
.77, with the mean correlation being .56. The mean item-total
correlation for pooled RA items is .60. Thus, all of the items
appear to be homogeneous with respect to the underlying construct
being measured by the Role Ambiguity scale.

As a further check on the internal structure of the
questionnaire, and in replication of each of the comparison
studies, two factor analyses were performed. The first, used
image covariance analysis and varimax (Table IV) to permit direct
comparison with the Rizzo, et al. study. The second, used
principal components and varimax (Table V) to permit direct
comparison to the Schuler, et al. study. Because item numbering
is different in each of the replicated studies, each item
factored is numbered as it is in its respective referent study.
Also, although numbered differently, the order of items presented
in Tables III, IV, and V is identical so that direct comparisons
can be made between analytical methods for any given response
item (e.g. the first item presented in Table III is the same as
the first item presented in Tables IV and V).

The new samples were both pooled and run independently for
factor analysis. Results of "scree" tests (Kim & Mueller, 1978),
performed on each measure for each organization, uniformly
confirmed two principal factors (RC and RA). In the Rizzo et al.
study these accounted for 56 percent of the common variance, in
this study they account for 53-68 percent of the common
variance. In the Rizzo et al. study, RA and RC respectively
accounted for 32 percent and 26.3 percent of the variance. In

this study RA and RC account for 31.1-57.8 percent, and 16.5-24.5 percent of the variance, respectively. In the Schuler et al. study RA accounted for 13.2-21.5 percent, RC accounted for 8.4-21 percent of the common variance. Replicating the factor analytic method in this study, RA accounts for 25.6-33.7 percent and RC accounts for 13.5-20 percent of the common variance. RA and RC together accounted for 21.6-46.5 percent of the variance in the Schuler, et al. study and for 39.3-49.4 percent of the variance in this study.

When the results of the factor analysis of Rizzo et al. and Schuler et al's. eight samples, the present item analysis, and the factor loadings, descriptive statistics, and explained variance from the percent factor analyses are compared, clear similarities between the studies are apparent for RA, regardless of sample size. These similarities are clear for RC only when the present analysis considers relatively large samples (N=540, N=257). Thus, the results of this study tend to support the findings of Rizzo et al. and Schuler et al. for the RA dimension but suggest reservations regarding the RC dimension. Although the factor loadings (Tables IV and V) generally maintain correct differences between factors for individual items, regardless of sample size, internal consistency reliability (Table III) appears to fall to lower levels, for some items on the RC scale, with small sample sizes.

Insert Tables III, IV, and V About Here

Discriminant Validity

Correlations and shared common variances (Nunnally, 1978) for the relationship between RA and RC are reported in Table VI. These findings are within the range found by Rizzo et al. and Schuler et al. Additionally, a one way ANOVA was performed in this study to assess differences between organizations. If RA and RC are sensitive to differences between organizational environments, the one way ANOVA would so indicate. The results for RA ($F_{4,535}=2.88$, $p<.05$) and for RC ($F_{4,535}=2.71$, $p<.05$) does indicate significant differences between the five samples. In addition, a Chi-square test for consistency of the correlations (Cohen and Cohen, 1975) between RA and RC across organizations was performed: This Chi-square analysis both includes and excludes the two samples with non-significant correlations. The results ($X^2=.96$, df=4, $p>.90$; $X^2=.67$, df=2, $p>.70$) indicate a consistent relationship between RA and RC across the five sample organizations.

To analyze discriminant validity Rizzo et al. compared the RCA scales with several other measures including one on job satisfaction comprised of nine items. Five of the items on this measure might be compared to the Smith, Kendall, & Hulin (1969) Job Description Index (JDI) including intrinsic job vs. work (JDI), pay recognition vs. pay (JDI), pleasantness (social) vs. coworkers (JDI), autonomy vs. supervision (JDI) and advancement opportunity vs. promotions (JDI). Shared common variance was extrapolated from their data and is presented in Tables VII and VIII. Schuler et al. omitted reliability coefficients for the

JDI scales used in their study which precludes making similar

extrapolations. However, the correlations in Tables VII and VIII

are comparable. In general, the results show clearly similar

mean correlations to the Schuler et al. data for RA and RC (vs.

JDI), slightly higher mean correlations than the Rizzo et. al.

data for RC, and slightly lower correlations for RA. The

magnitude of the correlations and shared common variance indicate

some overlap, i.e., a lack of discrimination between the

constructs measured; however, the amount due to common methods

variance and the amount due to the conceptual similarity of job

satisfaction and role conflict, or role ambiguity, cannot be

determined from these data alone. As was noted in the two

referent studies, it should be expected that RCA would be

conceptually related to other job-related attitudes. However, the

correlations found in this study are somewhat higher than would

be desirable as a conclusive demonstration of discriminant

validity, as has been the case previously.

Insert Tables VI, VII and VIII About Here

Social Desirability Bias

Responses to the RC, RA and the Marlowe-Crowne Social

Desirability Scale (SDS) were correlated as a test for the

influence of social desirability on the results. Table IX

presents the SDS means, standard deviations, and reliabilities

for the five samples. The reliabilities found for the campus

police and ROTC samples are relatively low, which should caution

one in interpreting the overall results. However, the remaining
three samples indicate relatively high reliabilities.

Table X presents the correlations and shared common
variances between role ambiguity and social desirability.
Although there is a significant relationship in three of the five
samples, overall, the level of correlations are quite moderate
(the mean is -.26). By the same token, however, the attenuation-
adjusted shared common variances indicate that there is some
influence of social desirability response bias present in the RA
measure administered to these samples. To assess homogeneity of
the correlations, a Chi-square was performed including and
excluding the campus police department, which yielded the least
significant correlation. Results indicated a stable relationship
between social desirability and role ambiguity across the five
samples ($X^2=3.11$, df=4, p>.50; $X^2=2.24$, df=3, p>.50).

Table XI presents the correlations and shared common
variances between role conflict and social desirability. Here,
no significant relationships are evident in any sample,
indicating virtual independence between social desirability and
role conflict. The reason for no significant values is that the
significance level is directly related to the magnitude of the
correlations and sample size. To produce the .05 level of
significance, a correlation of .05 requires a sample size greater
than 1000. A sample of more than 100 cases is needed to be
significant at the .05 level when r falls below approximately
.16. No Chi-square test was performed because of the uniformity
of independence (no shared common variance greater than .007) and
the low significance levels clearly visible in the data.

Insert Tables X and XI About Here

DISCUSSION

The present analysis of the reliability of the Rizzo et al.
RCA scales found consistent results with those reported in the
original study by Rizzo et al. (1970) and the follow-up by
Schuler et al. (1977). The 14 item RCA questionnaire appears to
clearly measure two factors. Each of the items for the RA scale
appears to correlate adequately with the scale as a whole, but,
there appears to be less adequate correlation between some items
on the RC scale and the scale as a whole.

The discriminant validity analysis was limited to examining
the RCA instrument in relation to another popular attitudinal
measure of employee satisfaction, the JDI (Smith, Kendall &
Hulin, 1969). Again, the results are comparable to those found
by Rizzo et al. and Schuler et al. with regard to the
correlations. Although some of the current data does suggest
independence, other data indicates the probability of common
methods variance betwen RC and JDI and slightly lower probability
of common methods variance between RA and JDI. In addition, it
was found that RC was more consistently related to satisfaction
with the work itself and that RA was more consistently related to
attitudes about supervision. These results are certainly not
sufficient to demonstrate the construct validity of the RCA
questionnaire, but they also do not invalidate the instrument.
At least for exploratory research and until more analyses are

made that clearly invalidate the instrument, continued use of it
seems justified.

The results of the social desirability analysis found no
problem with the role conflict scale but does suggest a
cautionary note in the use of the RA scale. Although the results
of this extended analysis do not invalidate the RA scale because
of SD bias, they clearly point out the possibility that such bias
may occur. The questions in the RA scale can be interpreted by
the respondents as a confession of socially undesirable traits--
causing them to distort responses. That is, the self-report
aspect of the RA scale would indicate that high SD individuals do
not want to report that they are not adequately aware of what
their job role is.

Social desirability has been studied extensively and is well
known as one of the most pervasive of response styles. It is not
surprising that an instrument so obviously requiring self-
disclosure as does the RA measure would be subject to this
bias. The recommendation stemming from this study is simply to
include a social desirability measure such as the Marlowe-Crowne
as part of any research program using RA, or any other self-
report measure for that matter, and to control for its influence
statistically, if necessary. Although two of the organizations
sampled showed nonsignificant correlations between RA and social
desirability, this may have been due to other, unmeasured
characteristics (e.g. both are quasi-military units with
accompanying authority structures, etc.) or to the previously
described sensitivity of significance to sample size and

correlation magnitude. In the other samples, there was a significant relationship. Therefore, the recommendation is to test for the presence of so universal a bias as social desirability in transparent, self-report studies of this type, if for no other reason than to rule it out as an explanation of the results found.

Another recommendation is to adopt, as standard analytical procedure, the determination of internal reliability, and adjustment of correlations for attenuation, whenever using the role conflict or role ambiguity scales.

In conclusion, the continued use of the Rizzo et al. RCA instrument seems justified, but further replications are needed and more systematic evidence of construct validity needs to be accumulated in the future.

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TABLE I
Means, Standard Deviations and
Internal Consistencies for Role Conflict (RC) Scale

Sample	n	Means	SD	Coefficient α
Financial Institution	257	3.53	1.26	.77
Manufacturing Plant	88	3.82	.96	.62
State Agency	79	3.33	.96	.68
Campus Police Department	73	3.87	.74	.43
ROTC Units	43	3.82	1.23	.71
ALL	540	3.62	1.12	.72

Comparison Studies

Rizzo et al., Sample A	199	4.19	1.21	.82
Rizzo et al., Sample B	91	3.86	1.27	.82
Schuler et al., Sample 1	374	3.26	1.05	.75
Schuler et al., Sample 2	362	3.79	1.21	.72

TABLE II
Means, Standard Deviations and
Internal Consistencies for Role Ambiguity (RA) Scale

Sample	n	Means	SD	Coefficient α
Financial Institution	257	4.13	1.04	.84
Manufacturing Plant	88	3.92	.85	.75
State Agency	79	4.14	1.06	.83
Campus Police Department	73	3.76	.82	.79
ROTC Units	43	3.62	.86	.73
All	540	4.01	.96	.82

Comparison Studies

Sample	n	Means	SD	Coefficient α
Rizzo et al., Sample A	199	3.79	1.08	.78
Rizzo et al., Sample B	91	4.03	1.15	.81
Schuler et al., Sample 1	374	2.60	1.96	.78
Schuler et al., Sample 2	362	3.36	1.26	.81

TABLE III
Item Analysis of the Role Conflict and Ambiguity (RCA) Questionnaire

RCA Item No.[1]	Financial Institution	Manufacturing Plant	State Agency	Campus Police	ROTC Units	Aggregated Item-Total Correlation
Role Conflict						
7	.415	.122	.202	.425	.266	.341
8	.493	.408	.389	.190	.539	.448
9	.488	.271	.570	.180	.457	.439
10	.374	.315	.142	.005	.465	.313
11	.593	.421	.495	.388	.577	.542
12	.507	.486	.492	.024	.350	.445
13	.582	.324	.453	.329	.373	.508
14	.436	.176	.284	.169	.258	.337
Role Ambiguity						
5	.491	.447	.429	.493	.417	.479
1	.568	.433	.642	.633	.605	.575
2	.484	.409	.372	.360	.393	.437
3	.747	.631	.760	.490	.579	.710
4	.746	.712	.766	.773	.585	.741
6	.712	.439	.733	.517	.334	.640

[1]Corresponds to Schuler et al. numbering.

TABLE IV

**Varimax Rotated Factor Loadings – Image Analysis Method
Role Conflict and Ambiguity (RCA) Questionnaire**

RCA Item No.[1]	Financial Institution		Manufacturing Plant		State Agency		Campus Police		ROTC Unit		Aggregated	
	RA	RC	RA	RC	RA	RC	RA	RC	RA	RC	RA	RC
Role Conflict												
5	.11	.42	.12	.08	.28	.16	.17	.51	-.00	.02	.14	.34
11	.07	.38	-.01	.24	.04	.47	.08	.32	.01	.49	.03	.45
13	.15	.54	.02	.11	.26	.60	-.04	.08	.34	.57	.13	.46
19	-.10	-.26	-.10	.38	-.15	.16	.07	-.04	-.09	.19	-.09	.32
21	.12	.45	.04	.52	.11	.48	.02	-.01	.08	.59	.06	.52
23	.08	.50	.04	.54	.09	.49	.06	.51	.08	.12	.08	.44
25	.04	.61	.21	.08	.16	.63	.09	.20	.01	.69	.07	.52
27	.16	.51	.30	.08	.37	.21	.15	.19	.73	.05	.23	.35
Role Ambiguity												
2	.37	.07	.57	-.03	.56	.13	.55	.11	.08	-.15	.46	.08
4	.58	-.00	.62	.07	.73	.18	.67	.23	.43	-.04	.62	.06
10	.27	.11	.37	-.02	.44	-.08	.32	.13	.52	-.03	.34	.06
12	.66	.20	.74	.01	.80	.14	.64	.05	.33	-.02	.70	.12
20	.71	.13	.76	-.03	.86	.21	.75	.21	.58	-.13	.75	.10
26	.68	.08	.68	-.03	.83	.18	.57	.07	.58	.24	.68	.10
Percent Variance Explained	38.5	24.5	40.6	16.5	57.8	15.3	38.5	14.2	31.1	23.5	45.2	23.1
Eigenvalues	6.7	4.3	8.2	3.3	14.7	3.9	9.2	3.4	8.6	6.5	6.8	3.5

[1] Corresponds to Rizzo et al. numbering.

TABLE V

Varimax Rotated Factor Loadings - Principal Component Method
Role Conflict and Ambiguity (RCA) Questionnaire

RCA Item No.[1]	Financial Institution		Manufacturing Plant		State Agency		Campus Police		ROTC Unit		Aggregated	
	RA	RC	RA	RC	RA	RC	RA	RC	RA	RC	RA	RC
Role Conflict												
7	.10	.49	.12	.09	.16	.11	.20	.77	-.04	.03	.15	.48
8	.12	.27	-.06	.26	.10	.69	.05	.59	.09	.60	.00	.62
9	.10	.73	-.10	.06	.28	.69	-.09	-.02	.39	.77	.16	.61
10	-.13	.18	-.08	.64	-.40	.25	.06	.10	.04	.14	-.18	.49
11	.16	.39	.06	.80	-.02	.65	.05	.77	-.31	.68	.03	.70
12	.01	.69	.01	.82	-.04	.57	-.13	-.00	.30	.04	.06	.61
13	-.01	.72	.26	.01	.18	.78	.07	.27	-.03	.83	.07	.69
14	.13	.69	.19	.11	.26	.16	.19	.21	.78	.02	.29	.47
Role Ambiguity												
5	.56	-.08	.72	-.06	.69	.20	.68	.15	-.01	-.09	.58	.06
1	.74	-.03	.78	.12	.82	.14	.77	.18	.40	-.02	.75	.03
2	.29	.35	.33	-.10	.38	-.28	.36	.01	.78	-.04	.46	.05
3	.77	.24	.80	.03	.82	.07	.78	-.02	.13	.06	.81	.10
4	.81	.19	.81	-.01	.82	.15	.86	.15	.45	-.15	.86	.08
6	.81	.10	.78	-.04	.80	.13	.67	-.07	.65	.35	.80	.08
Percent Variance Explained	27.3	17.6	26.2	15.5	33.7	15.7	25.8	13.5	25.6	20.0	26.6	17.1
Eigenvalues	3.8	2.5	3.7	2.2	4.7	2.2	3.6	1.9	3.6	2.8	3.7	2.4

[1] Corresponds to Schuler et.al. numbering.

TABLE VI
Correlations and Shared Common Variance (SCV)
RC and RA

Sample	n	r	p	SCV
Financial Institution	253	.16	.006	.04
Manufacturing Plant	88	.17	>.05	.06
State Agency	78	.32	.002	.18
Campus Police Department	73	.32	.003	.30
ROTC Units	41	.16	>.05	.05
Mean		.27		
Aggregate	533	.17	.001	.05

TABLE VII

Correlation and Shared Common Variance (SCV):
Role Ambiguity (RA) and Job Satisfaction (JDI)

Sample	Work		Pay		Promotion		Supervision		Co-Workers	
	r	SCV	r	SCV	r	SCV	r	SCV	r	SCV
Financial Institution	-.002	.000	-.02	.000	.09	.01	-.23*	.09	-.13*	.03
Manufacturing Plant	-.11	.02	.01	.000	-.13	.03	-.24*	.11	-.02	.000
State Agency	-.25*	.11	-.14	.03	-.36*	.19	-.44*	.30	-.24*	.09
Campus Police Department	-.44*	.37	-.18*	.05	-.35*	.18	-.33*	.18	-.32*	.15
ROTC Units	-.30*	.22	-.37*	.22	-.10	.02	-.34*	.23	-.43*	.39
Means	-.33		-.28		-.36		-.32		-.28	
Aggregate	-.13	.03	-.06	.01	-.17	.04	-.29	.14	-.18	.05
Comparison Studies										
Rizzo, et.al. A	-.36	.18	-.28	.12	-.23	.08	-.36	.20	-.41	.28
Rizzo, et.al. B	-.60	.47	-.40	.23	-.34	.24	-.54	.53	-.57	.53

* $p < .05$ for present study

TABLE VIII

Correlations and Shared Common Variance (SCV)
Role Conflict (RC) and Job Satisfaction (JDI)

Sample	Work r	Work SCV	Pay r	Pay SCV	Promotion r	Promotion SCV	Supervision r	Supervision SCV	Co-Worker r	Co-Worker SCV
Financial Institution	-.13*	.03	-.05	.004	.03.	.002	-.08*	.01	-.06	.01
Manufacturing Plant	-.14*	.05	-.05	.01	.01	.000	-.10	.02	-.20*	.06
State Agency	-.24*	.12	.10	.02	-.09	.14	-.33*	.21	-.36*	.25
Campus Police Department	-.49*	.83	-.02	.001	-.24*	.16	-.38*	.43	-.29*	.14
ROTC Units	.16	.07	-.31	.16	-.28*	.12	-.13	.04	.01	.000
Means	-.25		-.31		-.26		-.26		-.28	
Aggregate	-.18	.06	-.07	.01	-.04	.003	-.15	.04	-.14	.03
Rizzo et.al. A	-.11	.02	-.12	.02	-.11	.02	-.12	.02	-.15	.04
Rizzo et.al. B	-.12	.02	-.13	.02	-.22	.10	-.07	.01	-.24	.09

* p<.05 for present study.

TABLE IX
Means, Standard Deviations, and Reliability Estimates for
the Marlowe-Crowne Social Desirability Scale (SDS)

	n	Mean	SD	(K-R 20) Reliability
Financial Institution	253	16.68	5.71	.79
Manufacturing Plant	88	16.68	7.01	.86
State Agency	78	17.71	6.69	.84
Campus Police Department	73	18.23	4.67	.67
ROTC Units	42	17.40	5.06	.68

TABLE X
Correlations and Shared Common Variance (SCV)
Role Ambiguity (RA) and Social Desirability (SDS)

Sample	n	r	p	SCV
Financial Institution	253	-.17	.003	.04
Manufacturing Plant	88	-.28	.004	.12
State Agency	78	-.34	.001	.17
Campus Police Department	73	-.10	>.05	.02
ROTC Units	41	-.24	>.05	.11
Mean		-.26		
Aggregate	533	-.22	.001	.08

TABLE XI
Correlation and Shared Common Variance (SCV)
Role Conflict (RC) and Social Desirability (SDS)

Sample	n	r	p	SCV
Financial Institution	253	-.04	>.05	.003
Manufacturing Plant	88	-.06	>.05	.007
State Agency	78	-.04	>.05	.003
Campus Police Department	73	.10	>.05	.03
ROTC Units	41	-.04	>.05	.003
Mean		.06		
Aggregate	533	-.03	>.05	.002

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